

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2018/2019

BEP3014 - ENTERPRISE SYSTEMS PLANNING AND MANAGEMENT

(All sections / Groups)

31 MAY 2019
9:00 AM – 11:00 AM
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This Question paper consists of **3** pages (excluding cover page) with **4** Questions only.
2. Attempt **ALL** questions. All questions carry equal marks and the distribution of the marks for each question is given.
3. Please write all your answers in the **Answer Booklet** provided.

Attempt ALL questions.

QUESTION 1

Research Finds More Than Two Thirds of Manufacturers, Distributors Rate Their ERP Implementations a Success

Posted on April 15, 2019 by Elizabeth Quirk in ERP News

In late 2018, Mint Jutras surveyed more than 300 North American manufacturers and distributors, focusing on the success of their ERP implementations in terms of schedule, cost and return on investment (ROI). The study of ERP implementation success by manufacturers and distributors found 67 percent rate their implementations as successful or very successful.

The report findings show that previous statistics related to lack of ERP implementation success rates are out of date, and “flip the script” on often cited success rates from previous years. Highlights of the study include:

- The Mint Jutras/Ultra Consultants study found that the primary reasons for success had to do with people and process, and not just software. Key success factors include top management support and change management.
- Reasons for lack of implementation success include inadequate business process re-engineering and inadequate project planning.
- While many ERP implementations meet expectations in terms of schedule, budget and ROI, the Mint Jutras/Ultra Consultants study shows a significant number of manufacturing and distribution companies over-rate their success and leave additional attainable returns on the table.

“ERP project disasters were quite common in the early days of ERP. It’s noteworthy that this study reveals as myth the once-cited high rates of failure in terms of schedules, costs and payback,” notes Cindy Jutras, President of Mint Jutras. “Solutions today are far more technology-enabled, easier to implement and use. Equally important is management support of the project, and change management initiatives.”

Notes Jeff Carr, Founder and CEO of Ultra Consultants, “This research study reflects the performance of current offerings of modern ERP systems now available to manufacturers and distributors. The report shows that the majority of ERP implementations drive value, are on time and meet budget expectations. It also reveals the importance of setting goals for a project, and putting the focus on people and processes, not just technology.”

Source:

Quirk, E. (2019). Research Finds More Than Two Thirds of Manufacturers, Distributors Rate Their ERP Implementations a Success. Retrieved from <https://solutionsreview.com/enterprise-resource-planning/research-finds-more-than-two-thirds-of-manufacturers-distributors-rate-their-erp-implementations-a-success/>

Based on the article excerpt as above, answer the following questions:

- a) The Mint Jutras/Ultra Consultants study found that the primary reasons for success had to do with people and process, and not just software. Key success factors include top management support and change management. Discuss the key issues caused by people problems, related to top management, that hinder the success of ERP implementation.

(13 marks)

Continued....

- b) The article above highlighted the need for change management as success factors of ERP implementation. Discuss **FOUR (4)** strategies that can help to increase employees' acceptance to the new ERP systems.

(12 marks)

[Total: 25 marks]

QUESTION 2

Can We Use RFID in Lieu of Bar Codes to Cost-Effectively Tag and Identify HVAC Equipment?

Posted By RFID Journal, 04.01.2019

Our company, Enervise, manages HVAC maintenance, repair and replacement for building owners and managers. Our 90 service technicians update asset information in our ERP system via their Android-based phones. We track thousands of PM and repair work orders down to the equipment level for all maintenance clients we serve, which include education, property-management, industrial and owner-occupied office buildings. Some competitors are deploying bar codes

—Thomas

Source: Journal, R. (2019). Can We Use RFID in Lieu of Bar Codes to Cost-Effectively Tag and Identify HVAC Equipment? — Ask The Experts Forum - RFID Journal. Retrieved from <https://www.rfidjournal.com/blogs/experts/entry?12134>

The excerpt above was an enquiry by Thomas, the business owner of Enervise, a company that manages heating, ventilation, and air conditioning (HVAC). Thomas noted that some competitors are using bar codes rather than RFID. Based on the excerpt, answer the following questions:

- a) Describe RFID technology in the context of ERP.
- b) Write a memo to Thomas explaining the advantages of RFID over barcode systems for tagging heating, ventilation, and air conditioning (HVAC) equipment.

(10 marks)

(15 marks)

[Total: 25 marks]

QUESTION 3

As a production planner of Best Ketchup Sdn Bhd, you are responsible for the planning of manufacturing plans and raw material acquisitions for your company. Your company produces two types of ketchups: Chili and Salsa. Your company produces 100 ketchups per day.

Continued....

- a) The following table illustrates the **sales forecast** for the months of July 2019 to December 2019. Calculate and write down the values for A, B, and C.

(9 marks)

SALES FORECASTING	JUL	AUG	SEP	OCT	NOV	DEC
YEAR 2018	1280	1600	2005	1240	1345	2100
PROMOTION SALES FOR YEAR 2018		250		250		
YEAR 2018 BASE UNIT	A					
PROJECTED GROWTH FOR YEAR 2019: 10 %	B					
PROMOTION SALES FOR YEAR 2019			300		300	
SALES FORECAST FOR YEAR 2019	C					

- b) The following table illustrates the **sales and operations planning** for the months of July 2019 to December 2019. Based on the outputs from the **sales forecast** table and the information given, calculate and write down the values for A, B, C, D, E, and F.

(16 marks)

SOP		JUL	AUG	SEP	OCT	NOV	DEC
SALES FORECAST		A					
PRODUCTION PLAN		1500	1500	2000	1500	2000	1500
INVENTORY	1000	B					
AVAILABLE WORKING DAYS		26	26	26	26	26	26
CAPACITY		C					
UTILIZATION (%)		D					
CHILI	80%	E					
SALSA	20%	F					

[Total: 25 marks]

QUESTION 4

- a) Take a look at your pencil case. There are various cost elements involved in manufacturing your pencil case. Discuss direct cost, indirect cost, standard cost, and cost variances of manufacturing.

(10 marks)

- b) How does the SAP ERP system distinguish between a task, job, and person?

(9 marks)

- c) As part of the process improvement, value analysis is crucial to assess each activity in the process. Describe **THREE (3)** possible values based on value analysis.

(6 marks)

[Total: 25 marks]

End of Page.